

Minutes of the OC Executive Board (U)

3 October 1978

(C) The following members were present:



AGENDA Item #1: Uniform Promotion Schedule (UPS) (U)

1. (C) [redacted] introduced the item by mentioning that [redacted] listed five objectives to be accomplished under the UPS. [redacted] has made an extensive review and prepared a paper on the subject. Among other features, UPS revises the Fitness Report schedule and allows either annual or semiannual promotion. OC has elected semiannual promotion. This agenda item is for information and no Board decision is needed. [redacted] then asked [redacted] to brief the Board on UPS.

2. (C) [redacted] distributed the paper which he had prepared on UPS to the Board members. He mentioned that one important feature of UPS is to provide employees with information upon which they can base their career planning. Another purpose of instituting UPS was to force offices without career panels and evaluation criteria to establish them. There is also a concept that final consolidated panel recommendations are virtually inviolate, in that they can be changed only by the DCI. Additional attention is given to marginal employees since promotion targets may force separation action for personnel at the bottom of the CCEL in order to provide headroom.

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3. (U) The basic outline of UPS was announced by the DDCI on 7 April 1978. This was followed by definition of the system by the DDA and DDA announcement of Office promotion targets. Revision of OC targets and use of a separate promotion model for OC was approved and during early August OC promotion targets and the revised promotion schedules were published. The promotion schedule calls for promotions from the higher grade ahead of those from the next lower grade. With proper planning, this will provide most of the headroom but there is still the added factor of having to pay careful attention to the marginal performers in the lower 3 percent. This 3 percent must be identified to the DDA and we have yet to arrive at a decision as to how we will determine the bottom 3 percent--by panel or by total?

4. (U) Our actions to date have included publication of the schedule; the competitive evaluation handbook is being revised to accommodate UPS and other changes; PCEs procedures have been revised; FY-78 promotion targets have been published and FY-79 targets will be published when received; and personnel with MC designations, except overseas secretaries, are being identified to panels.

5. (U) Issues which have been resolved include taking the option of semiannual promotion rather than annual, and it has been determined that the D/CO can challenge initial panel CCEL determinations and request review by the panel. After this has been done, the panel determination can be changed only by the Director. Unresolved problems include the competitive evaluation handling of personnel with assignability problems, who may become especially proficient in their current jobs, and how to determine the bottom 3 percent.

AGENDA ITEM #2: Developing Middle Managers for the 1980's (U)

1. (C) [REDACTED] opened the item by mentioning that [REDACTED] has synthesized a concept and methodology for identifying future middle level managers earlier in their careers. Adoption of this concept could be helpful to management and also to employees in that they would be afforded the opportunity to make decisions on the direction of their careers early on. The paper developed by [REDACTED] has been seen by the Psychological Services Group in OTR. Development of the paper was something of a carry-over from the OC Assessment Center and was presented at the Planning Symposium. A determination needs to be made as to whether the concept is valid.

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25X1A 2. (C) [REDACTED] outlined the goals of "a human resources development plan for the technologies of the 1980's" as follows:

a. Providing a plan for individuals to systematically gain knowledge in a different discipline.

b. Development and training of future managers early in their careers.

c. Providing multiple career tracks and options to employees.

d. Providing inter-panel mobility.

e. Raising the overall competence of the middle manager of the 1980's.

3. (U) Basically the plan calls for combining of personnel from Panels N, D, and E into a single new Telecommunications Panel with separate, designated, specialized, career tracks for technicians, operators, and engineers plus a newly designated track for Systems Managers (SM). The Systems Manager will operate, program, trouble-shoot, and manage the complex automated communications systems of the 1980's. The skills and knowledge required to become a Systems Manager will be obtained by a mixture of on-the-job and formal cross-training which will be supplemented by selective assignments. Panel S has sufficient flexibility to accommodate direct entry to the System Manager track at the GS-11/13 level. Personnel from other panels could qualify for transfer to the TCS panel by having or gaining one or more of the three basic skills covered by the TCS panel.

25X1A 4. (C) A question was raised about identification of jobs to be
25X1A filled by SM specialists. [REDACTED] stated that specific jobs had
not been identified but he could envision jobs such as OIC of larger
field stations, [REDACTED] Watch Officers and other significant positions
at the GS-11/14 level. The psychological impact of elitism of an SM
cadre was mentioned as a possible negative factor. [REDACTED] made the
point that SM candidates would come from Panels D, N, and E and these
panels are already understrength. [REDACTED] questioned whether SM's
occupying most mid level positions would not lower incentives for
specialists and, going further, whether creation of the SM category
might be a step toward locking up Panel O from those who remain
specialists. Similarities and differences between SM and the former
Communications Officer Development Program (CODP) were discussed.

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One of the troublesome similarities is that the CODP was eliminated by position reductions and adoption of the SM concept would require positions. [REDACTED] asked how many engineers would become SM's. [REDACTED] responded, "None, the program would retard engineers by keeping them out of the normal cycle for two years." [REDACTED] mentioned that our systems are evolving in a manner which could accommodate the SM concept. SKYLINK and the TECHREQ System are examples where we are operating in an SM-like manner. The technology is developing in a way which makes for easier operation and for board level maintenance. There is a concern over SM developing into an elite corps. [REDACTED] said that we already have an elite corps in Panels E and S where personnel progress to the GS-13 level as a norm while operators and technicians encounter severe competition beyond the GS-09/11 journeyman levels. [REDACTED] mentioned that the reason we are not providing more training now is that we can't afford it. The T/O is limited and the requirements are real and must be satisfied. The same problem would exist or become worse under the SM concept. Satisfying the existing requirements is already a problem. It was agreed that there would be little or no requirement for many of the manual skills by the late 1980's. [REDACTED] made the point that our mix of skills at that time is semi-controllable by adjustment of the personnel input. [REDACTED] pointed out that historically our people have been adaptable. The on-board people can be trained. [REDACTED] ventured that the proposal might be suitable as a bridging mechanism. We could evolve to the new skills by hiring only AA's, providing training for Panels D and N members to become SM's, and supplementing skills of newly hired AA's by providing training in operating skills. [REDACTED] suggested that we could start now with on-board personnel and then change our recruitment standard to only accept AA's. [REDACTED] responded that we are now moving in that direction in our recruitment.

5. (C) [REDACTED] concluded that a modified version of the proposal was workable and needed. There needs to be more work on the plan and it needs modification. The questions--when, why, and how--of the transition need answers. [REDACTED] stated his feeling that we should continue to hire people with skills included in Panels D and E as in the past and let them evolve. [REDACTED] commented that raising the standards for hiring operators would also accomplish the same objective. [REDACTED] asked that Board Members write their ideas to HRD for use as a vehicle for discussion.

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AGENDA Item #3: Evaluation of EEO Performance of Fitness Report (U)

25X1A (C) [REDACTED] mentioned that we have published an OC Notice on the subject and that he saw no reason for discussion unless someone wanted it. We are to follow the spirit of the rule. [REDACTED] commented that we have seen a turnaround in attitude since the early 1960's. We now have minority employees on board and they have proven to be good employees. We have the requirement for evaluation of EEO performance and we should fulfill it as best possible.

25X1A [REDACTED]
Secretary

25X1A APPROVED:

[REDACTED]
Director of Communications

10-17-78
Date